

HEAD OF COMMERCIAL OPERATIONS

Candidate Brief

October 2021



OUR MISSION

To be a place where people come to enrich their understanding of the sea and Cornwall.

OUR VISION

To be a nationally significant Museum in Cornwall.

We are committed to a special mix of conservation, research, education and entertainment. But we are more than just a Museum. We aspire to be a standard bearer for the emergent Cornwall; innovative, confident, and stamped with a quality brand.

Proud of our past but forward looking.



THE NATIONAL MARITIME MUSEUM CORNWALL

National Maritime Museum Cornwall is an independent, modern, multi-award winning museum beautifully showcasing the historical, current and future role of the sea in shaping Cornish, national and international culture. We care for an enormous variety of objects, boats, pictures and archive material that relate to the maritime heritage of Cornwall and beyond.

Located beside the third largest natural deep-water harbour in the world - Britain's traditional gateway to the Atlantic and one of Europe's finest sailing waters, the building was custom designed and built on land that was once covered in the sheds of boat builders.

The Museum has 15 galleries over five floors, exhibitions which explore the overwhelming influence of the sea on local, national and global history and culture.

We are specialists in maritime heritage, particularly that of small boats, supported by the UK's foremost small craft collection. Our in-house boat workshops allow us to conserve historic boats and undertake build projects, supporting the disappearing craft of traditional wooden boat-building.

We work hard to mount national-quality, thought provoking and culturally relevant exhibitions built on cross-sectoral collaboration, rigorous academic research and a commitment to bring world-class artefacts from national collections to Cornwall.

Our current exhibition, *Monsters of the Deep*, boasts a host of amazing loans including a coelacanth, *Boaty McBoatface*, hundreds of deep-sea creatures and the *Hortus sanitatis*, the world's first natural history encyclopaedia. But perhaps the most extraordinary exhibit is the 'unicorn skeleton' which takes pride of place in our Viktor Wynd's *UnNational History Museum*, an artistic installation visitors' encounter as they leave the main exhibition.



Our ground-breaking exhibition: *Tattoo: British Tattoo Art Revealed*, a comprehensive history of British tattooing, featuring cutting edge designers, leading academics and major private collectors has just completed a national tour and will be returning to the Museum in October 2021.

THE EFFECT OF THE PANDEMIC

In every conceivable way, Covid-19 dominated 2020 and the first half of 2021. For us and a great many others, the pandemic brought unprecedented challenges and economic uncertainty, impacting us in profound and previously unimaginable ways. Across the museum sector, our role as safe spaces, where cultural ideas and historical identities can be explored and reimaged, seemed at one point under an existential threat. Fortunately, we were able to adapt quickly to new ways of working.

Many of the changes Covid-19 forced us to implement are here to stay. We are now looking at a far more mixed programme in which both physical and digital audiences can experience live performances, follow interactive themed gallery trails and listen to specialist lecturers.

We had to cancel public performances by Yskynna Vertical Dance Company, they were filmed in action inside the Museum which became available online; we commissioned the live science demonstration company Explorer Dome to deliver an *Aliens of the Deep Zoom* webinar as part of our *Science of the Sea* family programme - these digital-led initiatives enabled us to enrich our online presence and gave us the potential of reaching new and wider audiences, who were unable to or reluctant to make a physical visit to the Museum.

Since the start of the pandemic in March 2020, we have been forced to close for over 10 months during three lockdown periods. Unfortunately, after the first lockdown period, due to

the economic uncertainty and challenges we had to make due to Covid-19, there was a necessity to carry out a restructure of our commercial activities. We streamlined our Cafe offer and our events business ceased overnight due to the restrictions in place.

Thanks to help from the Headley Trust, the National Lottery Emergency Fund, the Arts Council England's Cultural Recovery Fund, and a Weston Culture Fund grant, we have the resources and confidence to plan for the future.

And as we look to the future, now is the time to revisit and review our Cafe offer, develop a new commercial and corporate hire strategy and relaunch our events business which will include the recruitment of a new Events Coordinator.

OUR COMMERCIAL OPERATION

OPPORTUNITY

We are seeking a self-motivated Head of Commercial Operations who will lead and manage the visitor experience and commercial operations, taking responsibility for visitor experience, retail, catering, events, car park, facilities and the Museum's estate. They will be responsible for developing and improving their effectiveness and profitability.

As well as continuing to offer a great experience for all of our visitors, the Museum is currently in the early stages of planning a major capital project: 'The Enterprise Project'. Working with our community and audiences, we are planning to justify and implement a series of incremental changes to the interior of the Museum, giving us new and extended exhibition spaces to tell different stories, ultimately improving the experience for all of our visitors. Our first priority is to put Cornwall's maritime heritage at the heart of the Museum to better address the Museum's mission, 'to be a place where people come to enrich their understanding of the sea and Cornwall'.

The Head of Visitor Experience will be responsible for the line management of staff as shown on the organisation chart provided on page 7.

It is an essential role of the Head of Commercial Operations to train, mentor and support the existing team so all staff understand the trading remit and their contribution to it. We need the Head of Commercial Operations to bring together the visitor experience and commercial operation and give clear leadership and direction to the team.



The initial key priorities for the Head of Commercial Operations role will be:

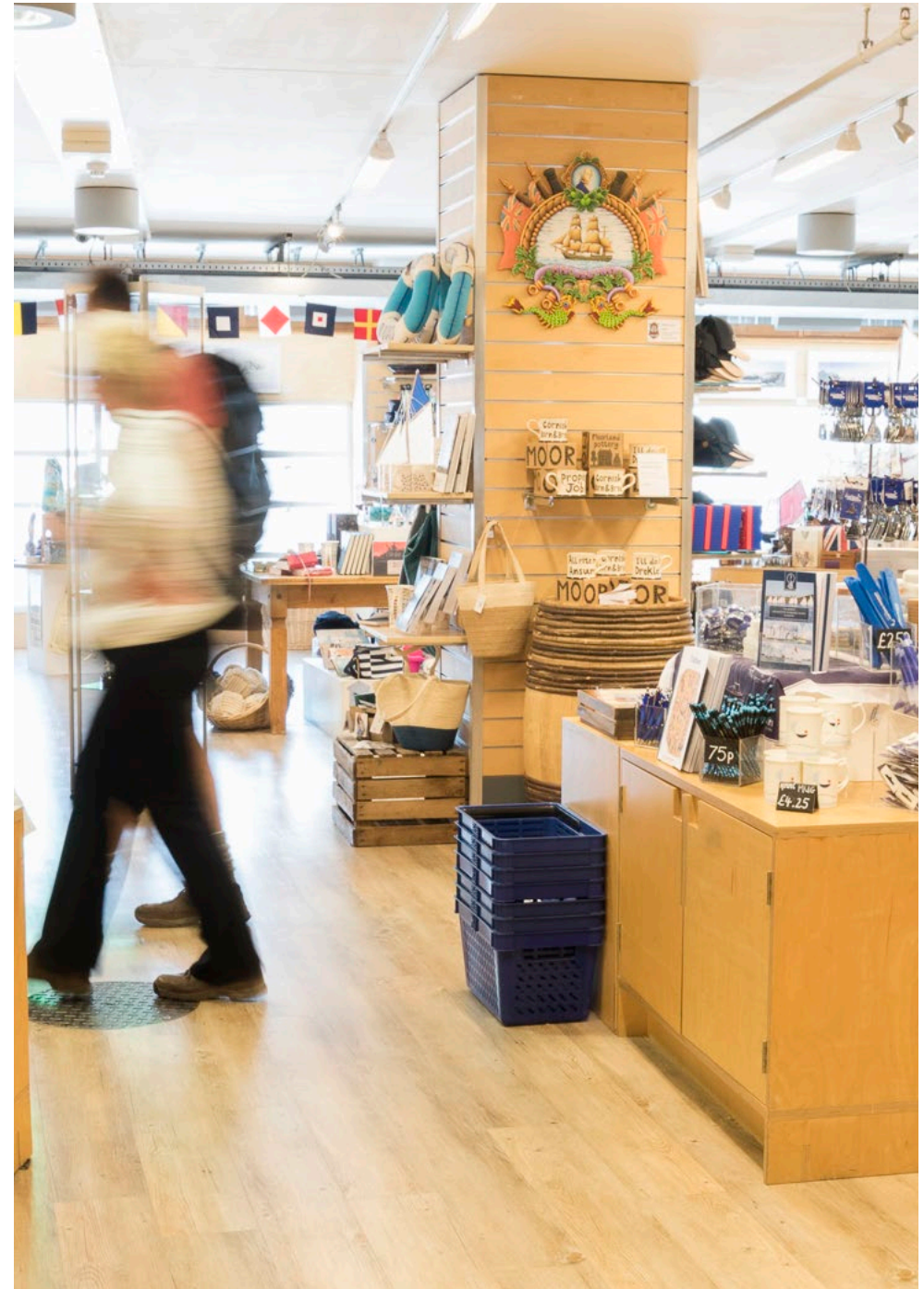
- Review the cafe offer which has been streamlined due to the pandemic, ensuring that any changes make a positive financial contribution for the Museum.
- Develop and re-launch our commercial and corporate hire events business.
- Contribute to the major capital project, Enterprise Project, championing the commercial and visitor services perspective.
- Support the Facilities Manager and the Maintenance team to ensure the Museum complies with health and safety regulations to ensure a duty of care for visitors, staff and volunteers.

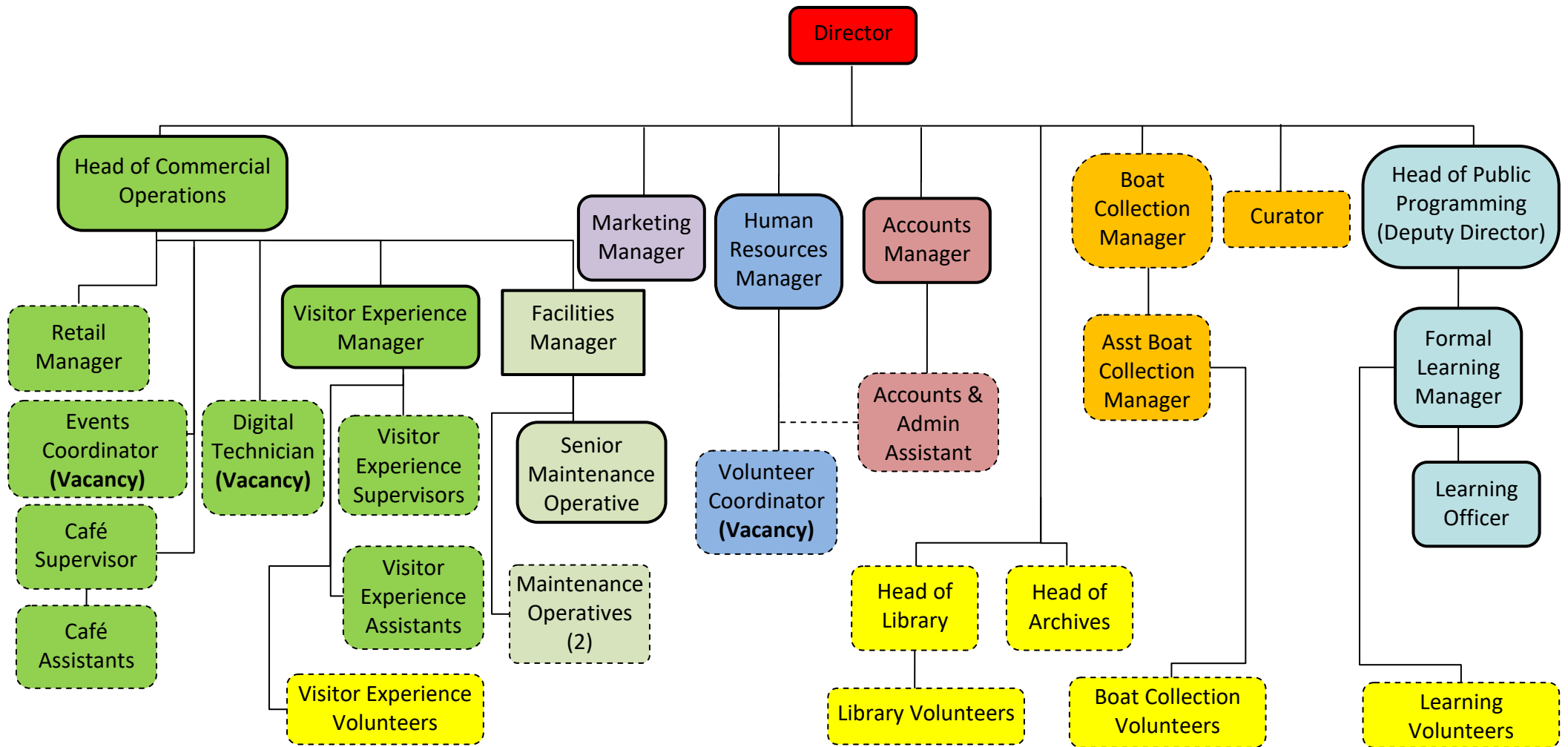
FACTS AND FIGURES

The shop covers some 150m² and turns over circa £230,000 per annum. It is open to both Museum visitors and the general public and contains an eclectic mixture of gifts and nautical paraphernalia.

The Waterside Cafe has around 90 covers and turns over circa £85,000 per annum. It has a large fully equipped kitchen but we currently only serve quality tea, coffee and cakes. The museum building contains five unique spaces that are available for hire.

Both operations are dependent on visitor numbers which are highly seasonal. In August we can welcome over 30,000 visitors, whilst in winter it can be less than 4,000 in a month. Visitor numbers can also vary greatly from day to day and so staffing needs to be flexible.





Part time staff shown in boxes with dotted lines

JOB DESCRIPTION

Job Title	Head of Commercial Operations
Department	Commercial
Reporting to	Director

SUMMARY

The Head of Commercial Operations is a key member of the senior management team, reporting to the Director, and will have a major input in decisions affecting the Museum.

The post holder will contribute to the delivery of the Museum's business plan and ensure our commercial activities produce a profit to enable the Museum to invest and improve in the visitor experience over time.

This role has direct responsibility for leading, developing, growing and delivering the Museum's commercial strategy, in order to advance and maintain a strong effective organisation and profitability of all commercial activities, which currently includes the Visitor Experience, retail, catering and car park operations.

The Head of Commercial Operations will also be required to identify and deliver new income streams, consistent with the Museum's brand values. This role is therefore crucial in enabling the Museum to achieve its objectives and financial sustainability.

This role will play a central role in overseeing, coordinating and championing the experience of every visitor to the Museum, making the Museum a must-see visitor attraction, acclaimed nationally and loved locally.

Our ambition is to develop the Museum as a cross-arts venue. We are actively seeking to commission and/or buy-in performance

artists to deliver public programming during the school holidays, especially in July and August when our visitor numbers peak. The operational support required for rehearsals and performances is the responsibility for the Head of Commercial Operations.

Working alongside the Director and Head of Public Programming (Deputy Director), the post holder will be responsible for the development of an ambitious plan of commercial activities, such as, but not limited to, corporate and commercial income generation.

KEY RESPONSIBILITIES:

Commercial:

- Ensure we continue to deliver an exceptional visitor offer, embedding a strong ethos of excellent customer service across our visitor experience team; staff and volunteers.
- Provide strategic and practical leadership for the continued growth of all existing commercial activities.
- Increase year on year the net profitability of commercial activities and increase income generation from all sources.
- Provide entrepreneurial and innovative leadership to develop new commercial activities, ensuring these opportunities are integrated into the business effectively.
- Bring together and give clear leadership and direction to the commercial and operations team, creating a coherent and effective operational approach, ensuring in particular that all staff understand and support the trading remit and their contribution to it.
- Advise on measures to enhance performance of the commercial activities of the Museum and other income generated activity.
- Play a key strategic role in all projects which impact on the visitor experience.
- Set, monitor and benchmark annual targets for all commercial areas within agreed performance measures.
- Recruit, train, rota, support and mentor all staff within areas of

responsibility, to bring best practice and excellent standards of visitor experience to the Museum.

- Manage, maintain and report on any allocated budgets and ensure income budgets are met and where possible exceeded, to ensure income potential is maximised.
- Maintain high standards of health and safety for all commercial areas and activities.
- Support the Facilities Manager and Maintenance team who are accountable for COSHH, health and safety, legal regulations, environmental policies and duty of care for visitors, staff and volunteers.
- Support the development of income opportunities via collections based activity.
- Ensure the organisation maximises revenue from intellectual property rights and copyright issues across the Museum.
- Develop partnerships and build relationships which will enhance commercial opportunities at the Museum.
- Contribute to the generation of financial reports.
- Liaise with other visitor attractions to ensure that the Museum's offer remains competitive and to develop good local relationships.

Visitor Experience

- Supporting the Visitor Experience Manager, manage and oversee the Visitor Experience team; staff and volunteers.
- Ensure and maintain an overview of the presentation of the Museum and to be visitor-focused at all times.
- Ensure the Visitor Experience team provide an excellent visitor experience at all times helping visitors to get the most out of their visit.
- Ensure the Visitor Experience team works efficiently and effectively, ensuring public safety, security of collections and smooth visitor flow.
- Support the Visitor Experience Manager to develop and maintain good communication with the volunteer team.

Retail/ Admissions

- Working with the Retail Manager, manage and oversee the retail strategy for the Museum.
- Oversee and support the Visitor Experience Manager who is responsible for admissions.
- Support the Visitor Experience Manager to ensure that a staff rota is produced which provides adequate cover for operational requirements for both retail and ticketing.

Catering

- Review and develop the Museum's catering business to ensure we provide a food and beverage offer that maintains a strong and credible offer for the Museum.
- Responsible for the successful operation of the catering business, from strategic development to day-to-day management of the overall catering offer, ensuring the Waterside Cafe makes a positive financial contribution.
- Monitor staff allocation, ensure staff costs are in keeping with our overall catering offer.

Events

- Review, develop and re-establish our commercial hire and events business within the Museum which has been on hold due to the pandemic.
- Recruit an Events Coordinator to support the new commercial hire and events business strategy.
- Encourage and develop marketing campaigns and materials to increase sales and activity for corporate hire and events.
- Work with the Events Coordinator to drive increased sales from commercial hires and events.
- Investigate, source and manage external contracts for outside caterers, for out-of hours events or special functions, e.g. weddings, to see if this is a viable option for the Museum.

- Working with the Deputy Director, investigate and develop a strategic plan for 'Events Square' with an aspiration to implement a cultural programme for this external space.

Operations

- Oversee and support the Facilities Manager to ensure the delivery of a professional, effective facilities management service for the Museum building and all external areas, carried out in accordance with all statutory and legal regulations.
- Ensure high standards of health and safety are maintained in accordance with key statutory provision.
- Ensure all policies and procedures on health and safety, security, fire evacuation and emergencies, including a disaster plan, are regularly reviewed and updated.
- Chair the Museum's 'Green Team' Committee.
- Part of the management team for on-call out of hours emergency cover.

Car park management

- Effective management of the Museum car park, regularly reviewing the car park contract and signage.
- Effective management of the seasonal Park and Ride service between Ponsharden and the Museum.
- Ensure both sites are maintained to a high standard and any issues are rectified effectively in a timely manner.

Estates

- Main point of contact for issues and matters for our commercial tenants, ensuring a quick response to any building issues, including the management of leases and rents.
- Support the Discovery Quay Square Limited Board ensuring the smooth operation of the public space known as 'Events Square'.

- To support the Boat Collection Manager with the effective management of our Boat Store and open space at our Ponsharden facility.

Staff Management

- Direct line management for Visitor Experience Manager, Retail Manager, Catering Supervisor, Events Coordinator (vacancy), Digital Technician (vacancy) and Facilities Manager.
- Manage and motivate the commercial and operations team.
- Responsible for the completion and setting of quarterly appraisal objectives for all direct reports.
- Ensure that adequate staff cover across all areas of responsibility is maintained at all times.

COMPETENCIES

Essential

- Applicants must be able to demonstrate strong commercial acumen and significant experience of successfully managing financial performance and all associated key metrics within a Museum/visitor attraction and/or heritage site.
- Strong analytical ability with a proven track record of developing and increasing profitability of commercial operations and driving sustained growth within a similar environment.
- Relevant experience of contributing towards business planning.
- A strong entrepreneurial spirit and appetite.
- A proven ability to establish and deliver key priorities in a busy and demanding environment.
- Proven success in managing budgets and schedules as well as in financial and management reporting and analysis.
- Demonstrable line management experience with a track record of delivering results through leading, inspiring and motivating teams.
- A strong communicator, verbal and written, with excellent

interpersonal skills, and the ability to build and maintain effective working relationships with business partners, suppliers and colleagues at all levels.

- Proven negotiating and persuasion skills, able to join or lead internal and external networks.
- Ability to manage contracts (catering, events and car park), bringing optimum performance from the contract through effective joint working whilst ensuring profitability.
- Ability to work on own initiative, manage conflicting priorities and remain calm, enthusiastic and professional under pressure.
- Conscientious and self-motivated whilst being a strong team player.
- Proven ability to manage change and growth in a positive and constructive manner.
- Ability to analyse problems and to propose and implement decisions.
- Excellent organisational and time management skills, along with meticulous attention to detail.
- Experience of working within a visitor facing environment, preferably in the heritage or tourism sector.
- A high level of computer proficiency in Word, Excel, Outlook and PowerPoint, particularly experience of EPOS systems.
- The ability to work unsociable hours, including weekends, evenings and public holidays.

Desirable

- Experience of estates management.
- Health and Safety qualifications; experience of Facilities Management.

SALARY AND BENEFITS

- Circa £45,000 depending on experience.
- Pension contribution equal to 5% of your annual salary.
- Death in service benefit of 2 x your annual salary.

APPLICATION PROCESS

- Closing date for applications is Monday, 1 November, 2021.
- Interviews will take place at the Museum on Monday, 15 November 2021.

HOW TO APPLY

Please return your completed application form along with your covering letter to lindafrust@nmmc.co.uk or Linda Frost, Human Resources Manager, National Maritime Museum Cornwall, Discovery Quay, Falmouth, TR11 3QY.

EQUAL OPPORTUNITIES

The National Maritime Museum Cornwall is an Equal Opportunities employer and is committed to creating a culture where individual differences are valued and respected.

